Looking to the FUTURE
For more than 40 years, Keystone Policy Center has worked to inspire leaders to rise above entrenched positions to reach common higher ground. From health to agriculture and energy to education, Keystone has shaped public policy debates at the local, state, and national levels. Keystone’s exceptional combination of experience and expertise have led to groundbreaking progress when all other efforts have failed. By objectively analyzing and advising on issues, identifying key leaders and decision-makers, and using the framework of a focused collaborative approach, Keystone has helped leaders craft public policy solutions with significant, lasting impact. Keystone’s unique strategy provides a blueprint for policymakers and leaders to address today’s most pressing and vexing policy issues with shared, action-oriented solutions.
SERVICES

Coalitions & Collaboratives
Keystone thoughtfully manages multi-stakeholder coalitions that bring together key thought leaders, decision-makers, and influencers who forge alliances, make decisions, resolve conflicts, and change the trajectory of challenging issues. Keystone utilizes a diverse array of tools customized to each group's needs to help them develop practical, shared solutions that meet mutually agreed upon goals.

Public Engagement & Outreach
Collective action requires meeting people where they are. As such, Keystone designs and executes public meetings on every scale — from small focus groups to state and regional outreach — to gather input, share information, and inform public policy decisions. Keystone gives members of the community an active voice in a policy discussion that will often have the most direct impact on them.

Situation Assessments
Keystone designs and conducts qualitative research — e.g., through interviews, focus groups, and analysis — to identify key stakeholders on a pressing issue, assess the specific opportunities for collaborative problem-solving, and determine any challenges in pursuing joint solutions.

Policy Development & Strategic Planning
Keystone works with organizations and their constituents to assess the current policy landscape and thoughtfully craft custom roadmaps to achieve progress. Keystone helps stakeholders undertake strategic planning and partnership assessments, conduct internal analyses, offer recommendations to achieve strategic goals, and develop dedicated plans to reach those goals.

Leadership & Capacity Building
Keystone's customized workshops and other learning experiences help institutions and individuals build skills for effective decision-making that leads to sustainable outcomes within and beyond their organizations. We work across a range of sectors, disciplines, and geographies to provide public-facing organizations (agencies, corporations, schools, etc.) with strategies, techniques, and tools for identifying and engaging stakeholders in mutually beneficial ways.

VALUES
Keystone is focused on fostering collaborative and sustainable outcomes through the following values:

• Equity and Inclusiveness
• Meeting people where they are
• Civil discourse
• Science and evidence-based decision-making
• Deepening understanding
• Collective Action
FROM THE PRESIDENT AND CEO

Keystone Policy Center’s mission is to inspire leaders to rise above entrenched positions to reach common higher ground. We have shown for over four decades that enduring solutions are born of collaboration and striving toward shared resolutions. I believe Keystone’s mission has never been more relevant or necessary than it is today.

Our talented team leads the field in creating dynamic and impactful advances in energy, agriculture, emerging genetic technologies, health and education sectors, as well as through cross-sectoral programs that focus specifically on creating greater equity and opportunity within the communities in which we work. It has particularly gratifying returning to our past history of working with Native American Tribes with the creation of the American Indian/Alaska Native Program.

We also celebrated the 27th year of honoring leaders who embody the spirit and tenor of Keystone Policy Center’s collaborative decision-making and inclusive, bipartisan approach to society’s most pressing science and policy related challenges.

We accomplished so much in 2019 thanks to our talented team at Keystone, our Board of Trustees and Energy Board, and our generous supporters. Thank you for everything you do to ensure we can continue to inspire leaders to reach common higher ground, now and into the future.
Keystone was tapped by the Office of the Colorado Governor’s Education Leadership Council (ELC) to enact a vision from the State of Education report, which was developed by the ELC and serves as a “roadmap for educators, policymakers, business and community leaders, and others to identify ways to drive our system forward, together.”

Keystone convened and facilitated meetings of the ELC, conducted stakeholder outreach and engagement, deployed communications to share the work of the ELC and developed a program to empower innovative approaches at the school, community and district or regional level to advance the priorities of the ELC.

Keystone was also commissioned by Aurora Public Schools to lead a multi-phase stakeholder engagement process as part of the “APS Blueprint” strategy, which is a comprehensive, long-term educational and facilities plan. APS leadership previously identified the opportunity for various regions of the District to develop specializations that draw on the unique assets, communities, opportunities and needs within each of the seven regions and across the district.

Keystone facilitated meetings of research development teams in each of the seven regions to discuss specializations that fit these criteria and the needs of students. As a result, the research development teams are creating proposals for three potential specializations based on a framework Keystone developed and will then present those proposals to a District committee.
Keystone convened a summit of tribal and business leaders in Tulalip, Washington to discuss the different ways these leaders can address legal jurisdictions and governing decisions related to energy development on or adjacent to tribal land. The summit explored what opportunities are available for industry and tribes to engage more effectively and structure or environment is needed, or can be created, to support proactive dialogue.

Keystone also conducted a series of mental health listening sessions with the office of the Lieutenant Governor in Southwest Colorado. The series opened a dialogue among state officials, tribal members, nonprofit organizations, local government and education leaders, and the public about issues related to mental health. The listening sessions were conducted at the Southern Ute Indian Reservation and at Montezuma-Cortez High School, which was attended by Lieutenant Governor Dianne Primavera, and led to direct support for mental health initiatives in Southwest Colorado.

Keystone also partnered with the Ute Mountain Ute Tribe to assist in the development and creation of a K-2 grade education program and framework within the Ute Mountain Ute reservation and community. Keystone facilitated community engagement for the Tribe to seek feedback on numerous issues such as where to locate the school and how to engage elders to incorporate tribal history and language into the curriculum. The Ute Mountain Ute Tribe Charter School is geared to be first Tribal Charter School in Colorado.
Keystone Hosts International, Regional Forums on Gene Editing

Keystone hosted the third gathering of the signature CRISPRcon forum in Wageningen, Netherlands, marking the first time the event has been hosted internationally. Keystone also hosted its first regional CRISPRcon event, CRISPRcon Midwest, in Madison, Wisconsin. Both events brought CRISPRcon to new audiences and allowed the forum to focus on those issues relating to gene editing that are relevant to those audiences.

Keystone also partnered with the Innovative Genomics Institute at the University of California, Berkeley, and the Initiative on Science, Technology and Human Identity at Arizona State University to host a free symposium that explored challenges — and possible paths forward — for public participation in the future of heritable genome editing.

The event involved bioethicists, religious leaders, patient advocates, disability advocates, scientists, international policymakers and more.
Water is critical to the future of Colorado and pressures for how water is managed throughout the state will only increase. Keystone facilitated a diverse set of leaders convened by Gates Family Foundation and Walton Family Foundation to work to identify a viable strategy for securing funding and implementation of Colorado’s Water Plan. As the initiative, called For the Love of Colorado, begins implementing its strategy, Keystone is serving as the fiscal sponsor for the broader effort and has helped guide the group through a successful legislative session that both secured additional general funding for water and tied revenue generated from potentially legalizing sports betting in the state to water projects. The next steps for this work will include a statewide public awareness campaign about the importance of water to all of Colorado and further work toward a ballot initiative to fully close the funding gap presented by the water plan.
KEYSTONE LEADERSHIP AWARDS

Since 1994, the Keystone Policy Center has proudly honored exemplary leaders and decision-makers who embody Keystone’s mission in action. Honorees are selected for their leadership, vision, outstanding problem-solving skills, and efforts to seek collaborative solutions to challenging issues.

2019 Keystone Leadership Awardees:
• Senator Lisa Murkowski, U.S. Senate (R-Alaska)
• Thomas R. Kuhn, President, Edison Electric Institute
• Bianna Golodryga, Contributor, CNN
• Luis Benitez, Vice President, Government Affairs & Global Impact, VF Corporation (Former Director, Colorado Office of Outdoor Recreation Industry)

Shelby Coffey III, a member of Keystone’s Board of Trustees and Vice Chairman of The Newseum, moderated an insightful conversation at the awards event. The honorees discussed collaborative leadership, overcoming gridlock and polarization, and reaching common higher ground while solving complex policy challenges.
## Consolidated Statement of Financial Position

### CURRENT ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$370,127</td>
</tr>
<tr>
<td>Contracts receivable, net of allowance for doubtful accounts of $1,399</td>
<td>285,555</td>
</tr>
<tr>
<td>Promises to give</td>
<td>25,000</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>81,147</td>
</tr>
<tr>
<td>Total current assets</td>
<td>761,829</td>
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<tr>
<td>Property and equipment, net of accumulated depreciation</td>
<td>1,107,851</td>
</tr>
<tr>
<td>Total assets</td>
<td>$1,869,680</td>
</tr>
</tbody>
</table>

### LIABILITIES & NET ASSETS

#### Current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$158,841</td>
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<tr>
<td>Bank loan, short-term portion</td>
<td>18,113</td>
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<tr>
<td>Deferred revenue</td>
<td>341,232</td>
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<tr>
<td>Deferred rent</td>
<td>10,603</td>
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<td>Total current liabilities</td>
<td>528,789</td>
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</table>

#### Long-term liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Bank loan, long-term portion</td>
<td>149,437</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>678,226</td>
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</tbody>
</table>

### Net assets

#### Without donor restrictions:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in property and equipment, net of related debt</td>
<td>940,301</td>
</tr>
<tr>
<td>Undesignated (deficit)</td>
<td>(477,522)</td>
</tr>
<tr>
<td>Total</td>
<td>462,779</td>
</tr>
</tbody>
</table>

#### With donor restrictions:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose and time restrictions</td>
<td>728,675</td>
</tr>
<tr>
<td>Total net assets</td>
<td>1,191,454</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$1,869,680</td>
</tr>
</tbody>
</table>
**FINANCIALS**

**Consolidated Statement of Activities**

<table>
<thead>
<tr>
<th></th>
<th>Without Donor Restrictions</th>
<th>With Donor Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue and Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program revenue</td>
<td>$ 2,381,455</td>
<td>$</td>
<td>$ 2,381,455</td>
</tr>
<tr>
<td>Contributions</td>
<td>214,191</td>
<td>1,491,768</td>
<td>1,705,959</td>
</tr>
<tr>
<td>Fundraising revenue, net of $103,634 direct benefit to donors</td>
<td>262,490</td>
<td></td>
<td>262,490</td>
</tr>
<tr>
<td>Rent income</td>
<td>45,747</td>
<td></td>
<td>45,747</td>
</tr>
<tr>
<td>Interest income</td>
<td>6,680</td>
<td></td>
<td>6,680</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>988,393</td>
<td>(988,393)</td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td>3,898,956</td>
<td>503,375</td>
<td>4,402,331</td>
</tr>
</tbody>
</table>

| **Expenses**             |                            |                       |             |
| Program services         | 3,433,854                  | –                     | 3,433,854   |
| Administrative           | 648,614                    | –                     | 648,614     |
| Fundraising              | 206,475                    | –                     | 206,475     |
| **Total expenses**       | 4,288,943                  | –                     | 4,288,943   |
| Change in NetAssets      | (389,987)                  | 503,375               | 113,388     |
| Net Assets, Beginning of Year | 852,766                    | 225,300               | 1,078,066   |
| Net Assets, End of Year  | $ 462,779                  | $ 728,675             | $ 1,191,454 |
$50,000+
Altria
Bayer
Consumers Energy Company
CPS Energy
Corteva
FedEx
Gates Family Foundation
Grantham Foundation
JTI Leaf
Phillip Morris
Plantum
RAI
The Wilderness Society
Walton Family Foundation

$25,000 - $49,999
Alliance One International, Inc.
Almond Board of California
Covanta Energy
Dentons US LLP
Duke Energy
Edison Electric Institute
Editas Medicine
Genus PIC USA, Inc.
ITC Holdings
New Ventures Fund
OCP Research LLC
United Soybean Board
Pfizer, Inc.
Project Apis M
Rockefeller Family Fund

$10,000 - $24,999
Syngenta
Universal Leaf
Walmart
Xcel Energy Services

$5,000 - $9,999
Agricultural Retailers Association
American Beekeeping Federation
American Gas Association
Bpvisie Verhuur B.V.
ComEd
Dede Hapner
Edward Gabriel
Electric Power Supply Association
Gibson Dunn Crutcher LLP
Illinois Soybean Association
Integrated DNA Technologies, Inc.
Mitsui Chemicals Argo, Inc.
Paula Gold-Williams
Promega Corporation
RMP Foundation
Rose Community Foundation
The Nature Conservancy
University Research Park, Inc.
U.S. Dept of Agriculture
Wisconsin Alumni Research Foundation
William S. Scherman
$1,000 - $4,999
Alliance for Market Solutions
Alyson Anderson Book
American Seed Trade Association
American Soybean Association
Arrowhead Pharmaceuticals, Inc.
Barclays
Beverly Marshall
BioForward Wisconsin
Blaylock Van, LLC
Center for Climate & Energy Solutions
Citi
Colorado Wild & Scenic Rivers
Cornell Alliance for Science
Daniel Hartman
Daniel Weisberg
David Conrad
David I. Greenberg
David McLaughlin
Deborah Nease
Eastern Apicultural Society
Estrada Hinojosa & Company
Field Watch, Inc.
Florida Fruit & Vegetable Association
General Mills
Gerald A Steiner
Healthy Healing Enterprises LLC
Heinrich-Heine
Hilltop Securities
J.H. Findorff & Son, Inc.
James Romine
John Rainbolt
John Shelk
Keira Havens
Kevin Klustner
KWS SAAT SE
Maria Korsnick
McKee, Voorhees & Sease PLC
Michael Doane
National Corn Growers Association
Navista The Public Affairs Group, Inc.
Paul Jarris
Pew Charitable Trusts
Pfizer Foundation
Pheasants Forever
RBC Capital Markets LLC
Research Institute for Fragrance Roy
Schwitters
Shelby Coffey III
Shelley Fidler
Siebert Cisneros Shank & Co. LLC
Smart Electric Power Alliance
Strada Education Network
Sundt Construction Inc.
Susan Tierney
Tilghman Naylor
TJ Raymond Family
Tualatin Valley Beekeepers
U.S. Apple Association
U.S. Canola Association
VIB VZW
VITA Limited

WCG WRB-Copernicus Group, Inc.
Wells Fargo
William H. Danforth
XL Hybrids

Up to $1,000
Alexander Perera
Aponte Public Affairs, Inc.
Arthur Caplan
Bruce Harris
Carrie Houtman
Charles Manlove
Christopher Porter
Clinton Vince
Dadant and Sons
Dan Cohen
David J. Goldston
David Rusinak
Donald J. Thomas Jr.
Doyle Karr
Foundation for the Preservation of Honey Bees
Gerald Hayes
Gerome Gudauskas
Glenn Pickett
Jane Delgado
Jason Hartke
Jefferson County School District
Jeremy Voge
John Bowman
SUPPORTERS

Up to $1,000 cont.
John Echohawk
Julie Young
Karen Carter Peterson
Kerry McNamara
Kevin Patterson
Mickelberry Gardens LLC
Mitch Jackson
Morgridge Institute
National Consumers League
National Pesticide Safety Education Center
Pam Strifler
Propolis Project LLC
Robert Brenner
Robert Jones
Robert Kenney
Rockwood Park Backyard Beekeepers
Sally Greenberg
Scott Puccio
Scott Vitters
Sean Parish
Sharon Valois
Sue D. Sheridan
Summit Association of Realtors
Summit Music and Arts, Inc.
Susan Tomasky
Susie Feliz
Taryn Gurgol
Terry Craig
Tessa Hill
The Kresge Foundation
Tom Sheldom
Willie Phillips